
Annex B: Doctrine

Concepts to Doctrine

The Army's Training and Doctrine Command (TRADOC) Objective Force Concept is the capstone warfighting concept that provides a holistic, macro-level description of the future Army and how it will conduct future operations. It is the foundation for a comprehensive Objective Force body of work, which includes detailed subordinate concepts that describe the full range of interdependent operations, functions, and related future Army capabilities from a variety of perspectives and levels. The capstone concept describes future Army capabilities and the impact these capabilities have on the entire force. It describes capabilities for global power projection and employment of U.S. forces across the full spectrum of military operations conducted at strategic, operational, and tactical levels in joint, multinational and interagency operations. The development of the concept begins with the study and analyses of a wide range of data to include, Army missions, historical perspectives, operational environments, technological forecasts, assumptions and current Army doctrine.

Joint Vision 2020 and the Army Vision are key documents in the logic trail from concepts to doctrine. As a new concept begins to mature it is analyzed in relationship to doctrine, training, leader development, organization, materiel, and Soldier systems (DTLOMS). Future operational capabilities and force design parameters are identified that are required for maneuver, maneuver support, and maneuver sustainment functions on

the battlefield. These documents provide focus for the experimentation programs and science and technology. Once an initial draft of a concept is complete it is analyzed through process of experimentation and testing. This analysis may take place in several forms to include studies by the TRADOC Analysis Center, analysis at the Army Battle Labs or in a series of wargames. Results are integrated back into the process to produce a second draft. If approved, a concept would be published as a series 525-manual. Approved concepts move into the Army doctrine cycle to become an Army Field Manual (FM). FM-1, *The Army* and FM-3, *Operations* describe how the Army would prosecute the range of operations.

Concepts drive doctrine, which in turn becomes a key ingredient in the combat readiness of the Army. With approved doctrine in hand the Army can insure that leader, individual, and collective training are all oriented toward producing an Army with a common operational mindset, operational language and common tactics, techniques, and procedures.

Doctrine Process

The Army's future doctrine must enable core warfighting capabilities while increasing its strategic responsiveness and dominance over an expanded range of mission environments and threats. Our doctrine must account for the inherent risks of Soldiering, while encouraging the relentless pursuit of the initiative in all military operations. It must fully address the importance a common picture of the

battlefield plays in joint simultaneous engagement in depth, shaping the close fight and winning with overmatch. Doctrine must fully address how to effectively integrate and balance the application of information-enabled precision effects and maneuver into every mission area along the operational spectrum. Firepower not only destroys, its effects psychologically suppress Soldiers and disrupts their formations. It also accounts for the rapid arrival of troops on the ground to take control of a local situation before the transitory effects of firepower pass, enabling the exploitation of those effects.

Doctrine must also account for the fact that the Army will be a hybrid force, with current organizations, training systems, and materiel being replaced over time. It must also emphasize the distributed, noncontiguous operations required in *JV 2020*. It must address the complete range of potential tactical and operational missions and operating environments—not only open rolling terrain but also close terrain and the equally challenging complex and urban terrain that is becoming the battlefield of choice for potential adversaries. Most importantly, this doctrine must be comprehensive and embrace the full spectrum of military operations, providing a conceptual basis for the rapid transition—without loss of momentum—across the spectrum of operations.

In the near-term, TRADOC will conduct an integrated re-write of key Army concepts, doctrine, and strategic plans to address full spectrum operations in the joint, interagency, and multinational environment. TRADOC will focus on doctrine and warfighting concepts that

enable joint synergy to maximize lethality and survivability. Joint capabilities for precision maneuver and engagement, particularly the engagement of moving ground targets, will demand concepts and associated capabilities for joint, real-time, fully integrated sensor-to-shooter links and exponential advances in the Army's precision engagement capabilities.

TRADOC must also anticipate future Army doctrine that is nested within, rather than simply compatible with, joint doctrine. These efforts to shape Army doctrine will continue throughout the mid and far term. By the mid-term, TRADOC will reform our doctrinal development process so that it is agile and efficiently reflects the best available thought on the art and science of military operations.

The Army Doctrine Hierarchy

The Army's warfighting doctrine is organized in a three-tiered hierarchy that provides a structure for developing and implementing Army doctrinal publications. Tier 1—Army is the highest-level tier and includes those publications that offer a broad perspective on Army operations and include capstone, keystone, joint related, Army interest, and combined arms. There are 132 Tier 1 FMs and include FM 1 and FM 3-0. Tier 2—Proponent is the second tier and designed to capture the bulk of proponent-level FMs. There are currently 227 Tier 2 FMs and includes all the proponent's principal doctrinal publication along with FMs covering functions, units, and the employment of Soldiers and systems. Tier 3—Reference is the final tier and groups those FMs that contain information that seldom changes and could apply to any Soldier or unit. There

are currently 132 Tier 3 FMs and include tasks such as providing first aid, physical training, and marksmanship.

Warfighting Doctrine Development During Transformation

To support the Army Transformation, TRADOC is facilitating the development of doctrine on the familiar three axes of Transformation under the provisions of the Final Draft of TRADOC Regulation 25-36, *The TRADOC Doctrinal Literature Program*. Along the first axis, TRADOC is developing tactics, techniques, and procedures (TTP) for the Interim Brigade Combat Team (IBCT); along the second axis TRADOC is revising division and corps doctrine to link with joint and multinational doctrine; and along the third axis, TRADOC is revising the existing Army doctrine in accordance with the Doctrine Master Plan, which is a prioritized listing of all Army, joint, multiservice, and multinational doctrine maintained by the TRADOC Deputy Chief of Staff for Doctrine (DCSDOC) and used to obtain and prioritize limited resources for doctrine development.

The recent publication of FM 3-90 (formerly 100-40), *Tactics*; and the publication of other key doctrinal publications in the very near future such as FM 3-91 (formerly 71-100), *Division Operations*; FM 3-93 (formerly 100-7), *Decisive Force: The Army in Theater Operations*; FM 4-0 (formerly FM 100-10), *Combat Service Support*, FM 5-0 (formerly 101-5), *Army Planning and Orders Production*; and FM 6-0 (formerly 100-34), *Command and Control*, will expand upon the doctrine in FM 1 and FM

3-0, and contain key concepts of the Army Vision to set the stage for the Army Transformation. As these same publications come due for revision around 2006/07, the effort for developing Brigade Combat Team doctrine will merge with the execution of the Doctrine Master Plan, and Transformation tenets will be nested in fundamental publications to reflect transformed doctrine as we move to Objective Force. The various TRADOC proponent schools and centers are developing IBCT Doctrine and TTP using the Initial Force Organization and Operations (O&O) as a framework. The doctrinal material consists of a small set of core publications (Tier 1) to guide the training and early organizational refinements of the IBCT, and follow-on doctrinal publications (Tier 2) that support the core publications, derived from unit training, lessons learned, and unit feedback. The management of Tier 2 Doctrine is decentralized to proponents who determine timelines, content, and scope.

Division and corps doctrine is being revised to address the command and control (C²) and support requirements of the IBCT, and to provide the requisite “hooks and links” for joint and multinational operations. Army doctrine must also be nested in, rather than simply compatible with, current and emerging joint and multinational doctrine to address the capabilities of the IBCT, and eventually the Objective Force. Development of division doctrine continues, and corps doctrine remains on-hold pending the approval of the Interim Division O&O and the corps redesign, currently scheduled for FY04. The Army Vision, announced by the Army Chief of Staff in October 1999, gave

TRADOC the opportunity to incorporate the key concepts of that Vision into doctrine to begin Transformation. As the Army transforms, IBCT doctrine will eventually be integrated into the Doctrine Master Plan, at which point the key concepts will be nested in all publications and become transformed doctrine.

IBCT Doctrine

A total of 26 Tier 1 IBCT initial draft field manuals were produced by the proponent schools and centers and delivered to Fort Lewis in the spring of 2000. The IBCT is testing and providing input on these doctrinal publications that will help develop and refine the doctrine for the future. These doctrinal manuals are scheduled for final staffing and testing during the first half of 2002. Though the development of division and corps doctrine is currently delayed, coordinating

drafts will be staffed and tested prior to the first IBCT's Initial Operational Capability (IOC), projected for May 2003, to support its training and/or deployment.

Conclusion

The Army's doctrine must enable core warfighting capabilities while increasing strategic responsiveness and dominance over an expanded range of mission environments and threats. These efforts to shape Army doctrine will continue throughout the mid-term and far-term. By the mid-term, TRADOC will reform our doctrinal development process so that it is agile and continues to reflect the best available thought on the art and science of military operations; and in the far-term, ensure that an integrated rewrite of fundamental doctrine is accomplished to provide relevant warfighting doctrine for the Objective Force.

